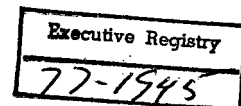


29 July 1977



MEMORANDUM FOR: Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science and Technology
Acting Deputy Director for Administration

FROM: John F. Blake
Acting Deputy Director of
Central Intelligence

SUBJECT: Capping Off Careers -- The Expression of Gratitude
to Retiring Employees

1. There are many important moments in the careers of most employees. Successes, failures and changes in career path are those most remembered. There is no event more important, however, than retirement or resignation after an extended period of good service. At such times, employees are confronted with a major transition. For most, there are inevitable moments of regret at leaving this close community in which personal and professional associations have flourished and in which commitment and sense of purpose have been strong. Employees who are leaving the Agency need to know that their careers have been constructive and appreciated. They need to be told that their service has counted.

2. Management has a special responsibility to see to it that each such employee leaves the Agency with dignity, retaining some of his identity with the intelligence profession. Unfortunately, feedback from retiring employees, and from their colleagues who remain with the Agency, indicates that "out-processing" has replaced the personal touch. A number of recent retirees have reported that no one in the management of their components bothered to say "thank you, well done."

3. To be sure, colleagues of the retirees nearly always have arranged some kind of festivity in their honor, and some retirees prefer to slip quietly away without any fuss. Even so, each employee has an inevitable need to have his career close with a least modest ceremony.

4. Managers have too often relied on the retirement checklist to bring employees to them on their way out the door. In fact, management should make an effort to seek out those who are leaving to express the gratitude of the Agency. I urge you to see to it that the managers in your Directorates make a special effort to perform well in this area.

/s/John F. Blake

John F. Blake

(EXECUTIVE REGISTRY FILE)

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